

CHRISTCHURCH REBUILD

**McCONNELL
DOWELL**
CREATIVE CONSTRUCTION™

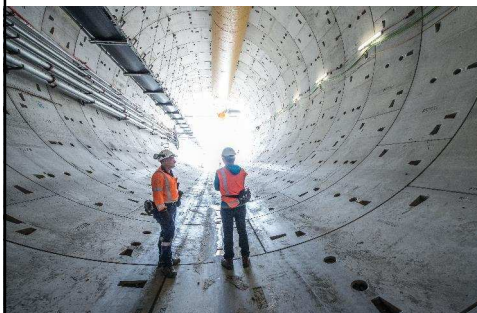
- Alliance Contract
- Alliance Partners – McConnell Dowell, Fletcher, Downer, Fulton Hogan, CityCare, CCC, NZTA, CERA
- Contract Value = \$2.2 billion
- Construction finish – December 2016



WATERVIEW CONNECTION

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- Alliance Contract, Client NZTA
- Alliance Partners – McConnell Dowell, Fletcher, Obayashi, Beca, Parsons Brinckerhoff, Tonkin & Taylor, NZTA
- Value = \$1.4 billion
- Construction finish – December 2016



TE MIHI GEOTHERMAL POWER STATION

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- EPC Contract, Client Contact Energy
- Consortium Partners – McConnell Dowell, SNC-Lavalin, Parsons Brinckerhoff
- Contract Value = \$450 million
- Construction finish – June 2014



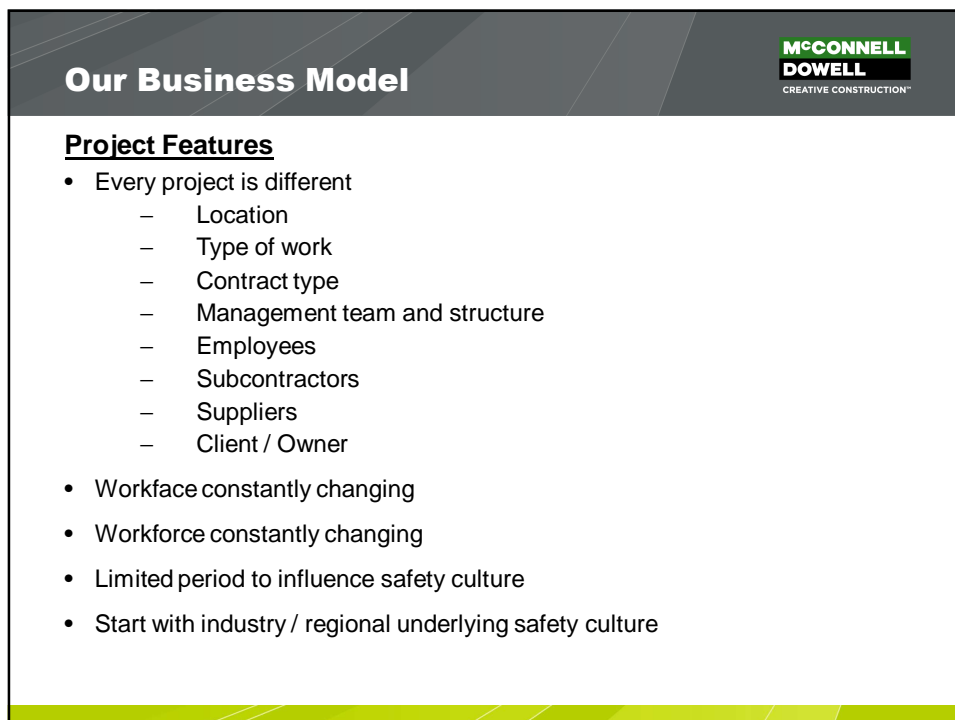
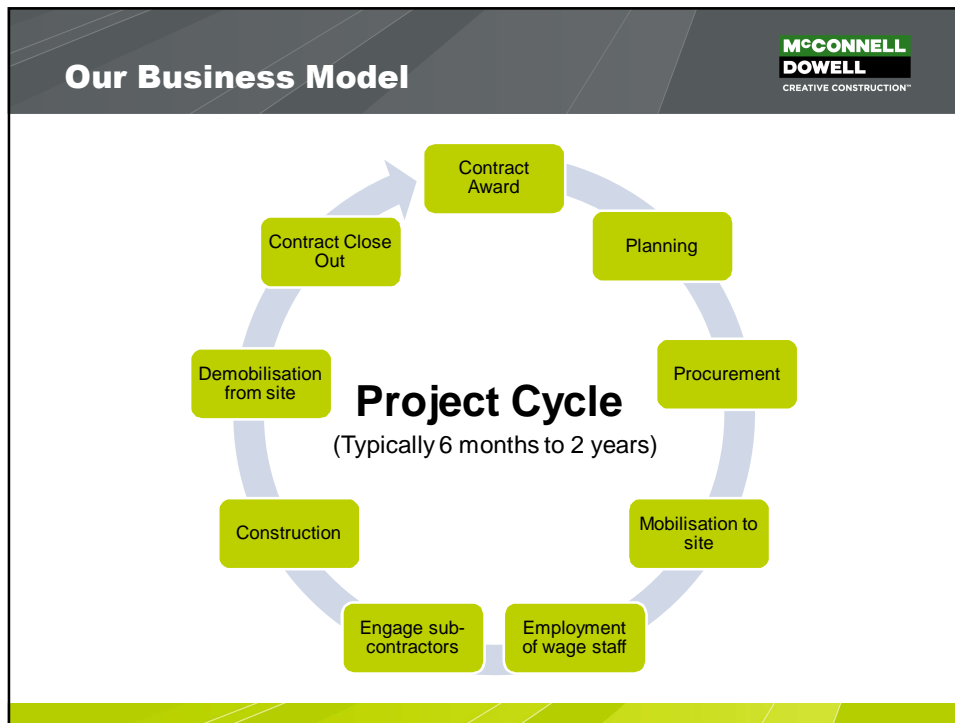
Our Business Model

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- Head Office hub with remote construction projects



- Projects have limited but varied durations
- Projects throughout New Zealand and Pacific



How we Embed Safety Culture at McConnell Dowell



1. Recruitment

- Pre-employment safety assessment
 - reference checking
 - medical
 - safety psychometric test

2. Induction

- Wage and salary staff / Sub-Contractors / Suppliers
 - site specific safety induction
 - corporate safety induction

3. Training

- Safety Training Matrix for all employees
 - generic
 - role specific
- Sub-Contractors & Suppliers
 - Training as per wage staff
- McConnell Dowell PTE
 - Private Training Enterprise established to provide in-house safety training initially and expanding to other areas

How we Embed Safety Culture at McConnell Dowell



4. Projects

- Worker participation – Health & Safety Committee
- JSEAs
- Incident, hazard and near miss reporting
- Pre-start meetings every day
 - all workforce – direct and sub-contract
 - management attendance
- Toolbox meetings weekly
- Start Card
- Just Culture
- Management Safety leadership visibility
- Safety performance KPI
- Stand-down reviews
- Annual safety culture survey – LJM

How we Embed Safety Culture at McConnell Dowell



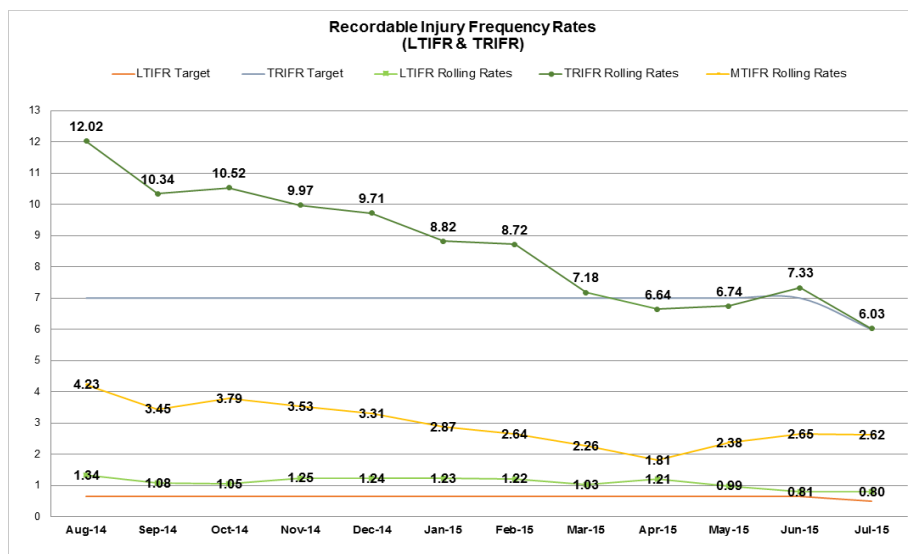
5. Management (Corporate)

- 24 hour call in for harm incidents, serious near misses (critical incidents)
- Weekly safety call in to projects
- Visiting Managers reports
- Attendance at pre-start, toolbox meetings
- Safety performance KPI

6. Directors / Senior Managers

- Weekly call in to major projects
- Site visits, audits
- Risk Committee

Recordable Injury Frequency Rate (LTIFR & TRIFR) NZ and Pacific



Te Mihi Case Study

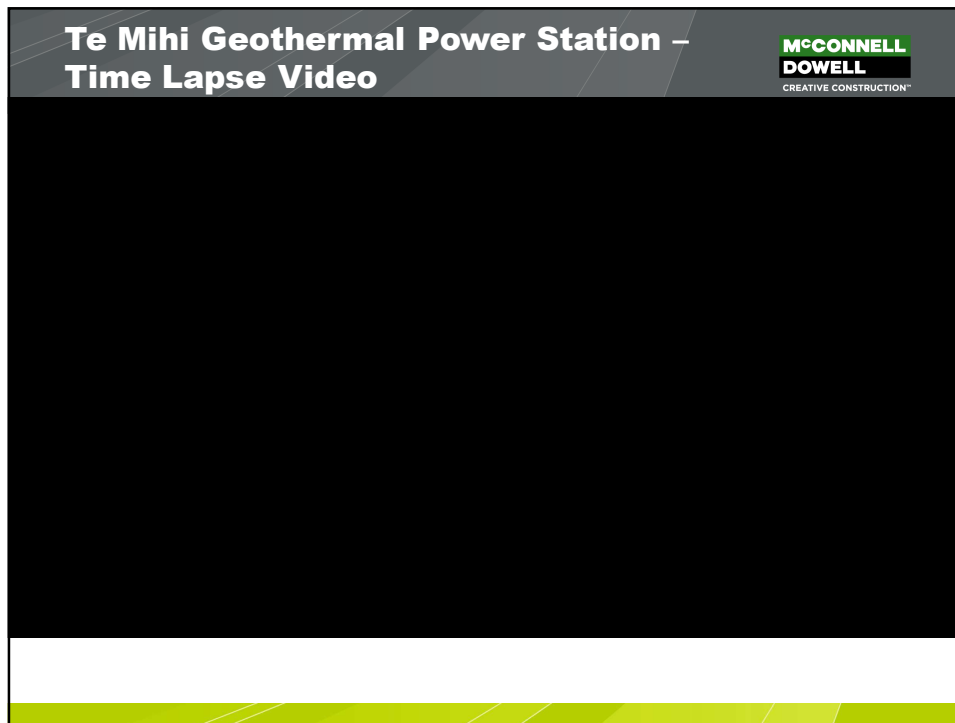


Te Mihi Geothermal Power Station Project Details

Owner:	Contact Energy
Contractor:	McConnell Dowell / SNC-Lavalin / Parsons Brinckerhoff Joint Venture
Station Size:	160MW (largest geothermal plant in NZ)
Contract Value:	\$450m
Contract Period:	August 2011 – May 2014
Peak Workforce:	630

Te Mihi Geothermal Power Station – Aerial View





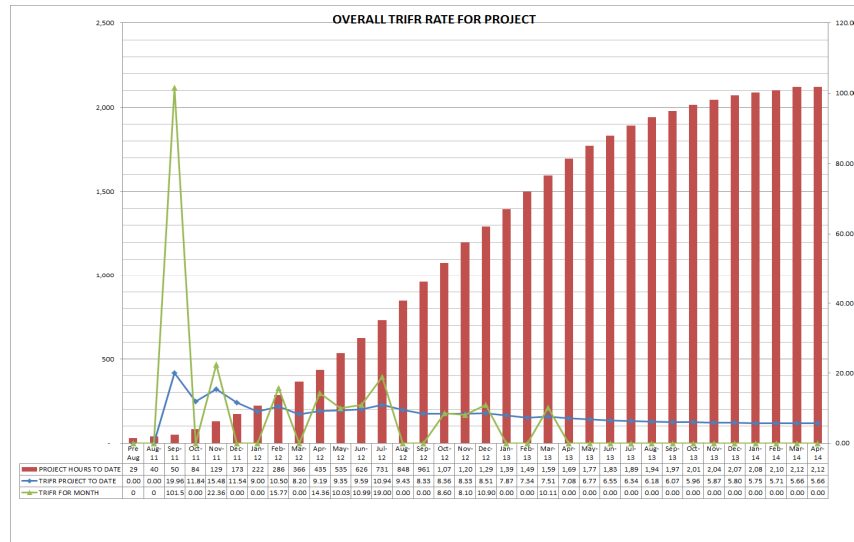
Project Statistics

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- Site mobilisation July 2011, completion May 2014
- One LTI early in the project on November 2011
- Over 2,000,000 man-hours and 903 days LTI free
- 409 days MTI free

TRIFR rate from commencement of Project to April 2014

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What drove the change in Safety Performance and culture?

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- Contact Energy safety focus
 - Set high expectations
 - International safety audit
 - Provided safety observers
- JV Board Management
 - Changed Project Manager
 - Weekly call ins with Project Leadership Team
 - Safety Leadership visibility

What drove the change in Safety Performance and culture?



- Project Director
 - Personally lead investigations
 - Daily safety walk around
 - All site personnel attending safety meetings, toolbox meetings
 - Just Culture enforced
 - Safety incentive programmes

What drove the change in Safety Performance and culture?



- Visible Leadership by Management
 - Safety awareness / hazard identification training
 - Project Director / Deputy Project Director attendance at all safety inductions
 - Management attendance at all pre-start meetings; tool box meetings

What drove the change in Safety Performance and culture?



- Employees
 - Worker participation
 - Training
 - Just Culture
 - Incentive programme

Reflections



- Commitment to safety must be unrelenting
- Construction industry has made significant advances in recent years
- Underlying culture of parts of industry remains a challenge
- Good cooperation between major companies
- Improved Asset owner safety focus essential to safety improvement